

DDA 85-2981
28 August 1985

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Agency 38th Birthday Celebration

1. The ceremony should attempt to provoke a sense of employee identification with the Agency's past and future.

2. Program

- a. Audience sings the Star Spangled Banner with some selected individual leading the singing.
- b. DDCI speech.
- c. Introduce the 11 charter members of the Agency after D/OP reads a brief highlights of happenings in that year.
- d. Present longevity pins with D/OP reading a brief statement on the highlights of happenings when these year groups joined the Agency, i.e., 1950, 1955, 1960, 1965, 1970 and 1975.

(Before each year group, including charter members, is presented with their pins and during D/OP remarks, photo slides depicting Agency buildings, principal events or international happenings, etc., are flashed on the screen.)

- e. Close the program with everyone singing America the Beautiful.

SUBJECT: Agency 38th Birthday Celebration

3. Themes for DDCI Speech

- a. Give "History of the Agency Speech" that you usually give to Placement Directors. Come forward with a theme of the changes we have seen and the new dangers in the world today. The good and bad should be touched upon. The Agency has a long, proud history insofar as intelligence agencies are concerned in this country. We need to emphasize the positive values of our work and contributions. The young people do not know anything of this history and if leadership does not pass it along, they are not likely to get the cultural values. Throughout this backdrop, you can emphasize the importance that must be placed on recruiting and keeping the very best people. Talk about the bottom line with respect to our employees--the trust that must be placed in each of them and the importance of dedication, loyalty, personal initiative, creativity, patience and integrity. Cite a few examples of outstanding employee actions and probably give a few names. Choose examples from the write-ups for medals or special awards that have been given over the years. There is a wealth of history and they're right at our fingertips, if you so desire.
- b. Narrative could include the following:
 - Signing of 1947 and 1949 legislation
 - Some statement from document(s) in 1947 which have held their relevance through time. Reflects the continuous mission which drives this organization.
 - Korea Buildup
 - Significant operations--good and bad:
 - Berlin Tunnel
 - Bay of Pigs
 - U-2
 - Glomar
 - Satellites
 - Gary Powers Shoot Down
 - Investigations
 - Rebuilding of capabilities
 - Old tempos and move to headquarters

SUBJECT: Agency 38th Birthday Celebration

-- Mention names of key personnel who organized CIA and got it going. Examples:

- Bedell Smith
- Allen Dulles
- Larry Houston

-- Mention names of employees who made great sacrifices. Examples:

- Downey, Fecteau, 20 years in jail
- Dick Welch

-- Vietnam operations

c. Other themes could include:

- Preparing for the 21st century
- The intelligence environment in the 21st century
- Man in the 21st century
- The world in the 21st century

d. And:

- Recognition of Agency spouses

e. More current happenings might be discussed and how they impact on the Agency today:

- Arms reduction talks
- Central America
- Spy dust
- The Walkers

f. As far as automation is concerned:

- Mention of our efforts to put on the desk of every analyst computer power similar to that which put a man on the moon 20 years ago. In the 1950's, 30% of our traffic was electronic. Today it is more than 95%. Our computers today hold the equivalent of 50 miles of paper stacked vertically.

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SUBJECT: Agency 38th Birthday Celebration

g. Changes taking place all around us:

**-- New technical security element in the Office of
Security and the creation of the Office of
Information Technology**

**4. We urge that the speech on this occasion not be too pontifical and
that in a restrained way we make it a happy occasion.**

STAT



Harry E. Fitzwater

DDA/HEFitzwater:rj (28 Aug 85)

Distribution:

Orig - Addressee

1 - ER

1 - DDA/Plans Staff

1 - D/OP

✓ 1 - DDA Subject

1 - DDA Chrono

1 - HEF Chrono

28 August 1985

STAT

NOTE FOR:

FROM:

SUBJECT:

ANNIVERSARY CEREMONY

Management should keep in mind that the present format, i.e., selected employees going on stage to receive their certificates, has always had great meaning to those employees and the group they represent.

Ideas for Change

1. Invite all living DCI's and introduce them to the audience. Many current employees never saw McCone, Raborn, Helms, Colby, Schelesinger, and even Turner. Suggestion assumes you won't mind having Turner in.
2. Introduce all remaining charter members of CIA.
3. Develop a visual-narrative chronicle of key points in Agency history. Flash visuals or movie clips while DDCI narrates.

Examples:

- Signing of 1947 and 1949 legislation
- Korea Buildup
- Significant operations - good & bad
 - Examples: - Berlin Tunnel
 - Bay of Pigs
 - U-2
 - Glomar
 - Satellites
- ^RGay Powers shoot down
- Investigations
- Rebuilding of capabilities
- Old tempos and move to headquarters
- Mention names of key personnel who organized CIA and got it going. Examples: Bedell Smith, Allen Dulles, Larry Houston
- Mention names of employees who made great sacrifices. Examples: Downey, Fecteau, 20 years in jail; Dick Welch
- Vietnam operations.

STAT

28 August 1985

MEMORANDUM FOR: Executive Officer, DDA
FROM: Executive Officer, OMS
SUBJECT: The Agency's 38 Birthday Celebration
REFERENCE: Your Request of 27 August 1985 Re Subject

Ed:

1. These are brief suggestions but perhaps will be of some help to you.

2. With reference to request "A": Why not use the historical overview of the Agency as NPIC did in its recent ceremony.

3. Suggested themes for the DDCI's speech would be:

- a. "Preparing for the 21st Century"
- b. "The Intelligence Environment in the 21st Century"
- c. "Man in the 21st Century"
- d. "The World in the 21st Century".

4. With reference to exceptional or otherwise special Agency achievements, I believe each directorate should be represented by one achievement, e.g., DDS&T's "Glomar", etc.

5. With reference to recognition of any particular note of excellence, I recommend each directorate once again should be represented.

6. I concur with the suggestion that special recognition should be given to all charter employees who are still on duty.

STAT



CONFIDENTIAL

DATE: August 27, 1985

NOTE TO:

Allen R. Elkins

Robert W. Magee

SUBJECT: Birthday

1. As I'm sure you are aware, September 18, 1985 is the anniversary date of the Agency's 38th birthday. At this morning's DCI meeting, the DDCI asked me to come up with some ideas on how to make the birthday celebration in the auditorium interesting and meaningful. In order to provide the requested information to the DDCI within the required timeframe, I will need your input by 1400 hours, on 28 August. Therefore, each Office Director is requested to submit any ideas relative to the following by that time.

- A. Recommendations regarding the scenario of the ceremony.
 - B. Themes to be included in the DDCI speech.
 - C. Any exceptional or otherwise special Agency achievements that should be acknowledged.
 - D. Any note of excellence that should be recognized.
2. We are developing ideas along the lines that Bob Magee presented at the 27 August DDA Staff Meeting, e.g., give special recognition to the Charter Members of CIA still on duty with the Agency.
3. I regret the short response time but we do need thoughts and suggestions from each of you.

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 2. OH has copy
 3. OMS has copy

✓ 4. OP has copy
 5. OIS has copy
 6. OTE has copy
 ✓ 7. OIT has copy
 ✓ 8. OS has copy
 ✓ 9. OF has copy

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28 August 1985

NOTE TO: DDA

FROM:
Director of Communications

SUBJECT: Agency 38th Birthday Celebration

1. Lest we forget

Considering the number of starts added since early 1983, suggest recognition of those who have made the supreme sacrifice. While this may be a somber subject for an otherwise joyous and festive occasion, if this is to be a closed ceremony believe recognition by name (where possible) would be fitting and appropriate.

2. Suggest also that something be said in recognition of Agency spouses. Oftentimes it is not just the employee who is committed to the Organization, associates and career. This is traditionally true of our overseas families.

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D/OP

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RESPONDING TO: [REDACTED]

RE: Your note dated 08/27/85

Dear Joyce

Here's my thoughts for the brthday praty. 1. McMahon should give his history-of-the[-Agency] speech which he gives to the P:lacement Directors. He can put more meat on the bones becdause he will be speaking to a cleared audience. It is a good speech whicfh will be just right for the occasion.

I think the hisotrical practice of marching a bunhc of faceless people to get 35 year medals etc is not a good idea. It is dreary. We shouuld usxe this occasion to get a mesage across about this agency. The basic theme will be included in ddc's speech. Subsequent activities should support the theme.

I see protocol has already published a notice about the occasion and has presumably alerted the 35 year folks to their bfig moment. This is unfortunate but we can live with it. I do not recommend we cancel their participation, but build around it. The second group that should berecognized are younger employees who have been aroiund for 5 years or more amnd who are choswen becaue of their achievements professionally, not just for reasons of survival. For example, how about recognizing the people who were [REDACTED] How about some one from the DI who wrote a whiz bang piece of analysis. What aboiut the young [REDACTED] who escaped from the terroritsts in [REDACTED] (and a log careerist). Goo old OP would be pleased to reaserach some sujitable candidates and prepare some appropriate remarks for each.

As a finale, we would recommend the eleven surviving employees who were here on the day the Agency was established be called on stage and recognikzed with a brief description of their careers.

The end.

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28 August 1985

MEMORANDUM FOR: Executive Officer to the DDA

FROM: Director of Information Technology

SUBJECT: Birthday Suggestions

25X1 1. OIT believes the birthday celebration should give special recognition
25X1 to employees who have been with the Agency 30 or more years. We suggest there
be a quick (and light) review of the history of the Agency--probably as seen
by the older members. The good and bad should be touched upon--war efforts,
Berlin Wall, space age, Bay of Pigs, Watergate, maybe even the [redacted]

25X1 2. Then the more current happenings might be discussed--arms reduction
r talks, Central America, spy dust, the Walkers, [redacted]--how all
these things impact on the Agency today.

3 3. In the particular area for which OIT is concerned, there might be
mention of our efforts to put on the desk of every analyst computer power
similar to that which put a man on the moon 20 years ago. It might be
mentioned that in the 1950s 30% of our traffic was electronic. Today it is
more than 95%. It might be mentioned that our computers today hold the
equivalent of 50 miles of paper stacked vertically.

4. We think it should be emphasized that change is taking place all
around us as manifested by the new technical security element in OS, as
manifested by the creation of OIT, etc.

5 5. We urge that the speech on this occasion not be too pontifical and
that in a restrained way we make it a happy occasion.

25X1 [redacted]
25X1 William F. Donnelly [redacted]

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MEMORANDUM FOR: Executive Officer, DDA

STAT FROM:

Acting Director of Security

SUBJECT: Birthday

Following are suggestions for the Agency's 38th birthday celebration on 18 September 1985:

Scenario: Reduce the number of people who cross the stage. Have the charter members, those with 35 years of service, and maybe some with 30 years, but no others.

6. Themes: Suggest the DDCI make some comparisons between 1947 and 1985. Possibilities are:

- ' Major intelligence concerns then and now.
- ' For selected intelligence concerns, compare number of analysts working then and now.
- ' Number of women and minority employees then and now.
- ' Number of overseas stations.
- ' Compare number of cables transmitted then and now, and the differences in transmission times.
- ' Differences in collection techniques, i.e., no DDS&T in 1947.
- ' In 1947, background investigations were conducted by the FBI. Now we have our own security field offices and investigative staff. Polygraph was not used in 1947.

7. Achievements: New buildings, moving out of temporary buildings, establishments of Special Protective Service.

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RESPONDING TO:

RE: Your note dated 08/27/85

Regarding the scenario for the auditorium, I think we should honor all the 35 year veterans by having them sit on the stage throughout the ceremony. I don't know how many there are so this could be impractical. If there are too many 35 year honorees, then at least have the 11 charter members of CIA that Magee says are still around up on the stage during the entire ceremony. That is what this annual ceremony is all about. We're giving recognition to those employees who have stayed the course and helped see the Agency through thick and thin.

Next, as to the theme, have John McMahon trace a little of the history of this Agency, going back to what it was like, and what the world was like, when these 35 year veterans started their careers. Come forward with this theme to the changes we have seen, and the new dangers that we have in the world today. The Agency has a long and proud history, insofar as intelligence agencies are concerned in this country, and we need to emphasize the positive values of our work and contributions. The young people don't know anything of this history and if leadership doesn't pass along these cultural values they aren't likely to get it. I remember as a young and impressionable officer sitting in the audience and hearing Matt Baird, then Director of Training, make a very stirring speech about what the Agency had started from and how far we had come. That was in 1957 and we were 10 years old! The Soviets had just surprised this country and launched the first Sputnik. Morale was sagging and everyone was wondering if the U.S. could compete. I still remember how proud I was to be a member of this new and wonderful organization. McMahon is great at presenting our Agency in a historical perspective. Throughout this backdrop he can emphasize the importance that must be placed on recruiting and keeping the very best people. Talk about the bottom line with respect to our employees - the trust that must be placed in each of them and the importance of dedication, loyalty, personal initiative, creativity, patience and INTEGRITY! Cite a few examples of outstanding employee actions and maybe even give a few names. Choose your examples from some of the write-ups for medals or special awards that have been given over the years. There is a wealth of history there and it is all right at your fingertips, or should be, as part of the files.

This is about all I have. At the end of the ceremony ask everyone to stand and sing "America the Beautiful". It's easier than the Star Spangled Banner. However, either one would be O.K. Finally, I would just add that I don't completely agree with Bob Magee's suggestion from yesterday morning that we should do something spectacular. Like what? What the troops really want, in my opinion, is a ceremony that is simple but conducted with dignity and pride. They expect their leaders to speak clearly to the occasion and project a sense of purpose and confidence. We don't always get that. I hope some of this helps.

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DATE: August 28, 1985

STAT NOTE TO: []

SUBJECT: Birthday

Ed
Joyce,

STAT Per [] note ref the Agency's 38th birthday, OTE has the following contributions:

A. Recommendations regarding the scenario of the ceremony:

For each year recognized, describe some highlight of the EOD year. For example, highlights from 1965 for those with 20 years service, etc.

B. Themes to be included in the DDCI speech:

/ Some statement from document(s) in 1947 which have held their relevance through time. Reflects the continuous mission which drives this organization.

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28 August 1985

25X1
MEMORANDUM FOR:

FROM:

SUBJECT: CIA's 38th Birthday

The following is in response to your request for ideas relative to the Agency's 38th birthday celebration scheduled for 18 September in the Headquarters Building Auditorium.

25X1
A. Scenario of the Ceremony: The ceremony should attempt to provoke a sense of employee identification with the Agency's past and future. One way to achieve such a goal would be to commence the ceremony with a slide show of the many office buildings the Agency once occupied (i.e., Quarters "J," Alcott and Barton Hall, Building 13, Riverside Stadium, and [redacted] Slides of the working conditions and occupants of the various buildings would also be appropriate. The slide show would end with pictures of the present Headquarters Building and an artist's rendition of the new Headquarters Building. Immediately following the slide show, items chosen for the new Headquarters Building cornerstone time capsule can be displayed for the audience an significance discussed. The Deputy Director's speech would
25X1 conclude the ceremony. [redacted]

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25X1
B. Themes to Be Included in the DDCI Speech: The CIA is relying on electronic means of intelligence gathering more now than at any time in its history. With this move toward high technology, the human element in the organization should not be forgotten. One important theme the DDCI's speech should contain is the critical role the employee plays in the achievement of Agency goals. [redacted]

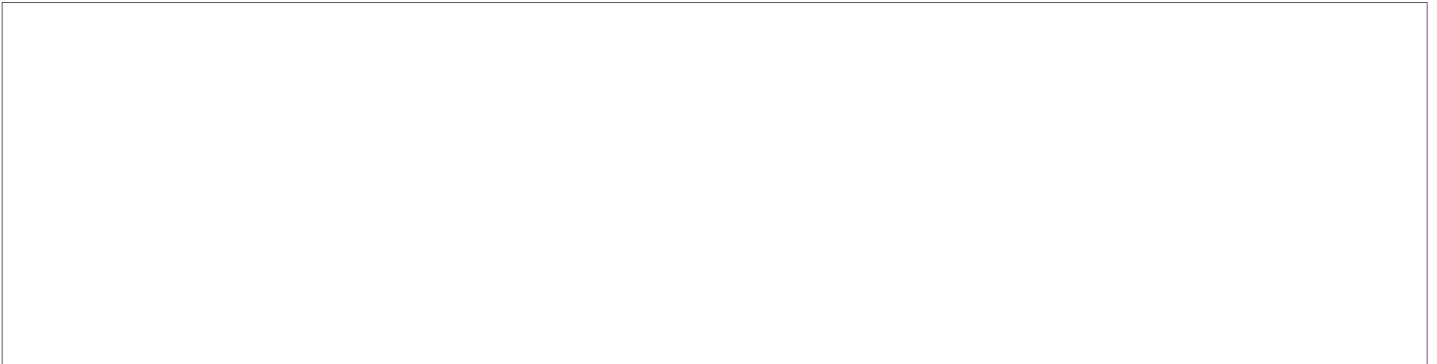
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achievement. (S)

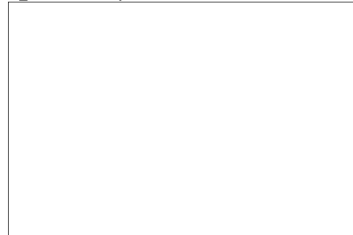
D. Excellence Which Should Be Recognized:

25X1



(2) Agency management of the new Headquarters Building construction has been nothing less than excellent. This ceremony would be a good opportunity to give recognition to the personnel working on the project.

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